

COST CONTAINMENT



POLICY, PROCESSES AND PROCEDURES

RECOMMENDED

THAT the **Cost Containment Policy** and the contents thereof be tabled to Council for approval.

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Document Name **Cost Containment Policy and Procedures**

Name

Reviewed By

_____ **Date:** _____

INTERNAL AUDITOR

Supported By

_____ **Date:** _____

CHIEF FINANCIAL OFFICER

Signature

_____ **Date:** _____

MUNICIPAL MANAGER

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Contents

1. Definitions.....	4
2. Object of Policy	4
3. Purpose.....	4
4. Application of Policy	5
5. Use of consultants.....	5
6. Vehicles used for political office -bearers	7
7. Travel and subsistence	7
8. Domestic accommodation	9
9. Credit cards.....	9
10. Sponsorships, events and catering.....	9
11. Communication	10
12. Conferences, meetings and study tours.....	10
13. Other related expenditure items.....	11
14. Enforcement Procedures	12
15. Disclosures of cost containment measures.....	12
16. Objections And Complaints.....	13
17. Resolution Of Disputes, Objections, Complaints And Queries.....	13
18. Amendment and Review of the Policy	14

1. Definitions

In the Policy, a word or expression to which a meaning has been assigned in the Act has the same meaning as in the Act, unless the context indicates otherwise, and-

"Act" means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

"consultant" means a professional person, individual, partnership, corporation, or a company appointed to provide technical and specialist advice or to assist with a design and implementation of projects or to assist a municipality or municipal entities to perform its functions to achieve the objects of local government in terms of section 152 of the Constitution;

"cost containment" means measures implemented to curtail spending in terms of these regulations;

"credit card" means a card issued by a financial services provider, which creates a revolving account and grants a line of credit to the cardholder; and

"Regulations" means the National Treasury Notice 317 of 2019: Local Government: Municipal Finance Management Act, 2003 Municipal Cost Containment Regulations, 2019.

2. Object of Policy

(1) The object of this Policy, in line with sections 62(1)(a), 78(1)(b), 95(a) and 105(1)(b) of the Act as well as National Treasury Notice 317 of 2019: Local Government: Municipal Finance Management Act, 2003 Municipal Cost Containment Regulations, 2019, is to ensure that resources of the Sedibeng District Municipality and municipal entities are used effectively, efficiently and economically by implementing cost containment measures.

3. Purpose

- (1) The cost containment policy seeks to institute the necessary control measures to facilitate the daily activity of the municipality by providing:
- (2) A guideline for all stakeholders as to the what is required for cash based transactions;
- (3) An internal dynamic document detailing the processes required for the efficient discharge of duties for cost containment relative to financial controls necessary to ensure the efficient administration of the Sedibeng District Municipality budgets.
- (4) It furthermore serves to assist management, employees and all other stakeholders of the Sedibeng District Municipality to implement and maintain consistent, effective and efficient cost

containment principles thereby contributing to the early detection and prevention of fraudulent activity.

4. Application of Policy

- (1) This Policy apply to all officials and political office bearers of the Sedibeng District Municipality and municipal entities.
- (2) The Sedibeng District Municipality or municipal entities are required to develop or revise and implement a cost containment policy which must –
 - (a) in the case of the Sedibeng District Municipality, be adopted by the municipal council, and in the case of a municipal entity, by the board of directors as part of its budget related policies;
 - (b) define the Sedibeng District Municipality's or municipal entity's objectives for the use of consultants; and
 - (c) be consistent with the Act and the Regulations.
- (2) The Sedibeng District Municipality cost containment policy contemplated in sub-paragraph (1) must –
 - (a) be reviewed annually, as may be appropriate;
 - (b) be communicated on the Sedibeng District Municipality's or municipal entity's website; and
 - (c) set out –
 - (i) monitoring measures for ensuring implementation of the policy;
 - (ii) procedures for the annual review of the policy; and
 - (iii) consequences for non -adherence to the measures contained therein.

5. Use of consultants

- (1) The Sedibeng District municipality or municipal entities may only appoint consultants if an assessment of the needs and requirements confirms that the municipality or municipal entities does not have the requisite skills or resources in its full -time employ to perform the function.
- (2) The accounting officer must adopt a fair and reasonable remuneration framework for consultants taking into account the rates –
- (3) determined in the "Guideline on fees for audits undertaken on behalf of the Auditor -General of South Africa ", issued by the South African Institute of Chartered Accountants;

- (4) set out in the "Guide on Hourly Fee Rates for Consultants ", issued by the Department of Public Service and Administration; or
- (5) as prescribed by the body regulating the profession of the consultant.
- (6) The tender documentation for the appointment of consultants must include a clause that the remuneration rates will be subject to negotiation, not exceeding the applicable rates mentioned in sub -regulation (2).
- (7) When negotiating cost -effective consultancy rates for international consultants, the accounting officer may take into account the relevant international and market -determined rates.
- (8) When consultants are appointed, the accounting officer must -
- (9) appoint consultants on a time and cost basis with specific start and end dates;
- (10) where practical, appoint consultants on an output- specified basis, subject to specific measurable objectives and associated remuneration;
- (11) ensure that contracts with consultants include overall cost ceilings by specifying whether the contract price is inclusive or exclusive of travel and subsistence disbursements;
- (12) ensure the transfer of skills by consultants to the relevant officials of a municipality or municipal entities;
- (13) undertake all engagements of consultants in accordance with the Municipal Supply Chain Management Regulations, 2005 and the municipality or municipal entity's supply chain management policy; and
- (14) develop consultancy reduction plans to reduce the reliance on consultants.

- (15) All contracts with consultants must include a fee retention or penalty clause for poor performance.

- (16) The Sedibeng District Municipality or municipal entities must ensure that the specifications and performance are used as a monitoring tool for the work to be undertaken and are appropriately recorded and monitored.

- (17) The travel and subsistence costs of consultants must be in accordance with the national travel policy issued by the National Department of Transport, as updated from time to time.

- (18) The contract price must specify all travel and subsistence costs and if the travel and subsistence costs for appointed consultants are excluded from the contract price, such costs must be reimbursed in accordance with the national travel policy of the National Department of Transport.

6. Vehicles used for political office -bearers

- (1) The threshold limit for vehicle purchases relating to official use by political office -bearers must not exceed R700 000 or 70% (VAT inclusive) of the total annual remuneration package for the different grades of municipalities, as defined in the Public Office Bearers Act and the notices issued in terms thereof by the Minister of Cooperative Governance and Traditional Affairs, whichever is lower.
- (2) The procurement of vehicles in sub -regulation (1) must be undertaken using the national government transversal contract mechanism, unless it may be procured at a lower cost through other procurement mechanisms.
- (3) Before deciding to procure a vehicle as contemplated in sub -regulation (2), the accounting officer or delegated official must provide the council with information relating to the following criteria which must be considered:
 - (4) status of current vehicles;
 - (5) affordability of options including whether to procure a vehicle as compared to rental or hire thereof, provided that the most cost effective option is followed and the cost is equivalent to or lower than that contemplated in sub -regulation (1);
 - (6) extent of service delivery backlogs;
 - (7) terrain for effective usage of the vehicle; and
 - (8) any other policy of council.
- (9) If the rental referred to in sub-paragraph (3) is preferred, the accounting officer must review the costs incurred regularly to ensure that value for money is obtained.
- (10) Regardless of their usage, vehicles for official use by political office bearers may only be replaced after completion of 120 000 kilometres.
- (11) Notwithstanding sub-paragraph (5), the Sedibeng District municipality or municipal entities may replace a vehicle for official use by political office bearers before the completion of 120 000km only in instances where the vehicle has a serious mechanical problem and is in a poor condition and subject to obtaining a detailed mechanical report by the vehicle manufacturer or approved dealer.
- (12) The accounting officer must ensure that there is a policy that addresses the use of municipal vehicles for official purposes.

7. Travel and subsistence

- (1) The accounting officer -

- (2) may approve the purchase of economy class tickets for all officials or political office bearers where the flying time for the flights is five hours or less; and
- (3) may only approve the purchase of business class tickets for officials, political office bearers and persons reporting directly to the accounting officer for flights exceeding five hours.
- (4) In the case of the accounting officer, the Executive Mayor may approve the purchase of economy class tickets where the flying time is five hours or less and business class tickets for flights exceeding five hours.
- (5) Notwithstanding sub-paragraph (1) or (2), the accounting officer, or the Executive Mayor in the case of an accounting officer, may approve the purchase of business class tickets for an official or a political office bearer with a disability or a medically certified condition.
- (6) These conditions must be read in conjunction with the conditions and provisions of the Sedibeng District Municipality Subsistence and Travel policy.
- (7) The cost containment policy must limit international travel to meetings or events that are considered critical. The number of officials or political office bearers attending such meetings or events must be limited to those officials or political office bearers directly involved in the subject matter related to such meetings or events, and in accordance with the guidance provided in National Treasury MFMA Circular No. 82 as updated.
- (8) The accounting officer, or the Executive Mayor in the case of the accounting officer, may approve accommodation costs that exceed an amount as determined from time to time by the National Treasury through a notice only -
- (9) during peak holiday periods; or
- (10) when major local or international events are hosted in a particular geographical area that results in an abnormal increase in the number of local and /or international guests in that particular geographical area.
- (11) An official or a political office bearer of the Sedibeng District Municipality or municipal entities must-
- (12) utilise the municipal fleet, where viable, before incurring costs to hire vehicles;
- (13) make use of available public transport or a shuttle service if the cost of such a service is lower than -
- (14) the cost of hiring a vehicle;
- (15) the cost of kilometres claimable by the official or political office bearer; and
- (16) the cost of parking.
- (17) not hire vehicles from a category higher than Group B or an equivalent class; and
- (18) where a different class of vehicle is required for a particular terrain or to cater for the special needs of an official, seek the written approval of the accounting officer before hiring the vehicle.

(19) The Sedibeng District Municipality or a municipal entities must utilise the negotiated rates for flights and accommodation as communicated from time to time by the National Treasury through a notice or any other available cheaper flight and accommodation.

8. Domestic accommodation

- (1) The accounting officer must ensure that costs incurred for domestic accommodation and meals are in accordance with the maximum allowable rates for domestic accommodation and meals as communicated from time to time by the National Treasury through a notice.
- (2) Overnight accommodation may only be booked where the **total kilometres of the return trip for the entire duration of the official visit** exceeds 500 kilometres.

9. Credit cards

- (1) The accounting officer must ensure that no credit card or debit card linked to a bank account of the Sedibeng District Municipality or a municipal entities is issued to any official or political office bearer, including members of the board of directors of municipal entities.
- (2) Where officials or political office bearers incur expenditure in relation to official municipal activities, such officials or political officer bearers must use their personal credit cards or cash or arrangements made by the municipality or municipal entities, and request reimbursement in accordance with the written approved policy and processes.

10. Sponsorships, events and catering

- (1) The Sedibeng District Municipality or municipal entities may not incur catering expenses for meetings which are only attended by persons in the employ of the municipality or municipal entities, unless the prior written approval of the accounting officer is obtained.
- (2) The accounting officer may incur catering expenses for the hosting of meetings, conferences, workshops, courses, forums, recruitment interviews, and proceedings of council that exceed five hours.
- (3) Entertainment allowances of qualifying officials may not exceed two thousand rand per person per financial year, unless approved otherwise by the accounting officer.
- (4) The Sedibeng District Municipality or municipal entities may not incur expenses on alcoholic beverages unless the municipality or the municipal entity recovers the cost from the sale of such beverages.

- (5) The accounting officer must ensure that social events, team building exercises, year-end functions, sporting events and budget vote dinners are not financed from the municipality or the municipal entity's budgets or by any suppliers or sponsors.
- (6) The Sedibeng District Municipality or municipal entities may not incur expenditure on corporate branded items like clothing or goods for personal use of officials, other than uniforms, office supplies and tools of trade unless costs related thereto are recovered from affected officials or is an integral part of the business model.
- (7) The accounting officer may incur expenditure not exceeding the limits for petty cash usage to host farewell functions in recognition of officials who retire after serving the municipality or municipal entity for ten or more years or retire on grounds of ill health.

11. Communication

- (1) The Sedibeng District Municipality or municipal entities may, as far as possible, advertise municipal related events only on its website instead of advertising in magazines or newspapers.
- (2) The accounting officer must ensure that allowances to officials for private calls and data costs are limited to an amount as determined by the accounting officer in the policy of the municipality or municipal entity.
- (3) Newspapers and other related publications for the use of officials must be prohibited, unless required for professional purposes and where unavailable in electronic format.
- (4) The Sedibeng District Municipality or municipal entities may participate in the transversal term contract arranged by the National Treasury for the acquisition of mobile communication services.

12. Conferences, meetings and study tours

- (1) The accounting officer must manage applications to attend conferences or events hosted by professional bodies or non-governmental institutions held within and outside the borders of South Africa taking into account their merits and benefits, costs and available alternatives, in accordance with the Subsistence and Travel policy and other applicable policies of Council.
- (2) When considering applications from officials or political office bearers to attend conferences or events within and outside the borders of South Africa, the accounting officer or Executive Mayor as the case may be, must take the following into account -
- (3) the official's or political office bearer's role and responsibilities and the anticipated benefits of the conference or event;
- (4) whether the conference or event addresses relevant concerns of the institution;

- (5) the appropriate number of officials or political office bearers, not exceeding three, attending the conference or event; and
- (6) the availability of funds to meet expenses related to the conference or event.
- (7) The accounting officer may consider appropriate benchmark costs with other professional bodies or regulatory bodies prior to granting approval for an official to attend a conference or event within and outside the borders of South Africa.
- (8) The benchmark costs referred to in sub-paragraph (3) may not exceed an amount as determined from time to time by the National Treasury through a notice.
- (9) The amount referred to in sub-paragraph (4) excludes costs related to travel, accommodation and related expenses, but includes -
- (10) conference or event registration expenses; and
- (11) any other expense incurred in relation to the conference or event.
- (12) When considering costs for conferences or events these may not include items such as laptops, tablets and other similar tokens that are built into the price of such conferences or events.
- (13) The accounting officer of the Sedibeng District municipality or municipal entities must ensure that meetings and planning sessions that entail the use of municipal funds are, as far as may be practically possible, held in-house.
- (14) Municipal or provincial office facilities must be utilised for conference, meetings, strategic planning sessions, inter alia, where an appropriate venue exists within the municipal jurisdiction.
- (15) The accounting officer must grant the approval for officials and in the case of political office bearers and the accounting officer, the Executive Mayor, as contemplated in sub-paragraph (2).
- (16) The Sedibeng District Municipality or municipal entities must, where applicable, take advantage of early registration discounts by granting the required approvals to attend the conference, event or study tour, in advance.

13. Other related expenditure items

- (1) All commodities, services and products covered by a transversal contract concluded by the National Treasury must be considered before approaching the market, to benefit from savings where lower prices or rates have been negotiated.
- (2) Municipal resources may not be used to fund elections, campaign activities, including the provision of food, clothing, printing of agendas and brochures and other inducements as part of, or during election periods or to fund any activities of any political party at any time.

- (3) Expenditure on tools of trade for political office bearers must be limited to the upper limits as approved and published by the Cabinet member responsible for local government in terms of the Remuneration of Public Office Bearers Act, 1998.
- (4) The Sedibeng District Municipality or municipal entities must avoid expenditure on elaborate and expensive office furniture.
- (5) The Sedibeng District Municipality or municipal entities may only use the services of the South African Police Service to conduct periodical or quarterly security threat assessments of political office bearers and key officials and a report must be submitted to the Speaker's Office.
- (6) The Sedibeng District Municipality or municipal entities may consider providing additional time - off in lieu of payment for overtime worked. Planned overtime must be submitted to the relevant manager for consideration on a monthly basis. A motivation for all unplanned overtime must be submitted to the relevant executive director, and approved by the accounting officer.
- (7) The Sedibeng District Municipality or municipal entities must ensure that due process is followed when suspending or dismissing officials to avoid unnecessary litigation costs.

14. Enforcement Procedures

- (1) Failure to implement or comply with this Policy may result in any official of the Sedibeng District Municipality or municipal entities, political office bearer or director of the board that authorised or incurred any expenditure contrary to these regulations being held liable for financial misconduct or a financial offence in the case of political office bearers as defined in Chapter 15 of the Act read with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014.

15. Disclosures of cost containment measures

- (1) The disclosure of cost containment measures applied by the Sedibeng District Municipality and municipal entities must be included by the Chief Financial Officer in the municipal in-year budget reports and annual costs savings disclosed in the annual report.
- (2) The measures implemented and aggregate amounts saved per quarter, together with the regular reports on reprioritisation of cost savings and on the implementation of the cost containment measures must be submitted to the Municipal Council for review and resolution. The Sedibeng District Municipal Council can refer such reports to an appropriate Council Committee for further recommendations and actions.
- (3) The reports referred to in sub-paragraph (2) must be copied to the National Treasury and the Gauteng Provincial Treasury within seven calendar days after the report is submitted to Council.

16. Objections And Complaints

- (1) Persons aggrieved by decisions or actions taken in the implementation of this cost containment management system, may lodge within 14 days of the decision or action, a written objection or complaint against the decision or action.

17. Resolution Of Disputes, Objections, Complaints And Queries

- (1) The accounting officer shall appoint an independent and impartial person not directly involved in the supply chain to assist in the resolution of disputes between the Sedibeng District Municipality and other persons regarding-
 - (a) Any decisions or actions taken in the implementation of the cost containment prescriptions;
or
 - (a) To deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.
- (3) The Accounting Officer, or another official designated by the Accounting Officer, is responsible for assisting the appointed person to perform his or her functions effectively.
- (4) The person appointed must-
 - (a) Strive to resolve promptly all disputes, objections, complaints; or
 - (b) Queries received; and
 - (c) Submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.
- (5) A dispute, objection, complaint or query may be referred to the Gauteng Provincial Treasury if-
 - (a) The dispute, objection, complaint or query is not resolved within 60 days; or
 - (b) No response is forthcoming within 60 days.
- (6) If the Provincial Treasury does not or cannot resolve the matter, the dispute, objection, complaint or query may be referred to the National Treasury for resolution.
- (7) The provisions above must not be read as affecting a person's rights to approach a court at any time.

18. Amendment and Review of the Policy

- (1) The Cost Containment Policy shall be reviewed at the discretion of the Chief Financial Officer or his delegated senior financial official due to changing circumstances as a result of the legislation or otherwise.